Evaluation & Monitoring (E&M) – Peer Review Process

Process Description Document
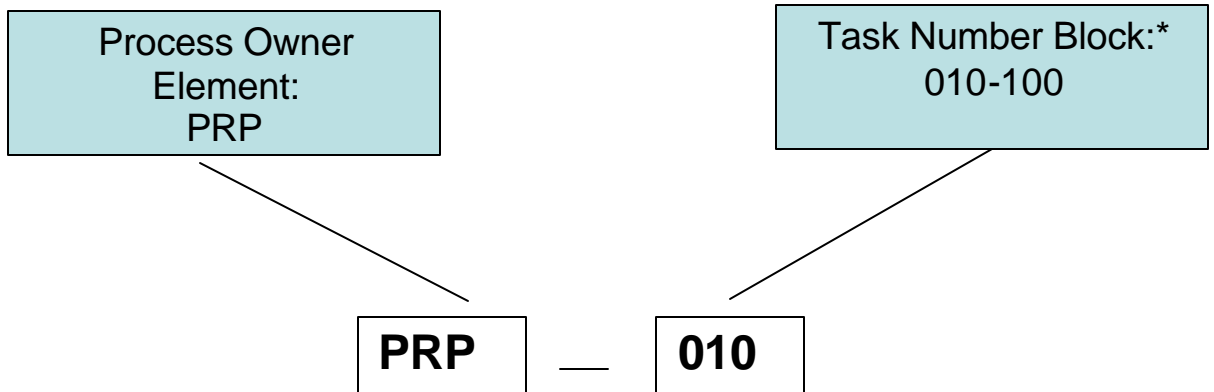
Prepared by:

Department of Children's Services
Office of Information Systems

Process Element Definitions

Task: A unit of work to be completed that is part of the overall process.

Task naming convention:

Process Owner Element: PRP	Task Number Block:* 010-100

PRP — **010**

Task Owner: Indicates the person/group that is responsible for performing the task.

Participants: Individuals and organizations that are actively involved in the process/task, or whose interests may be positively or negatively affected as a result of process execution or process completion.

Inputs: Entry information used specifically to assist in accomplishing the task for which it is aligned. The same input might be applied to multiple tasks.

Performance Metric: A quantitative measurement to assess the task's success.

Performance Steps: The series of steps necessary to accomplish the given task in such manner that it meets the performance metric provided.

Outputs/Deliverables: The deliverables produced from performing the given task using the input information, standard and performance steps to accomplish the outcome. An output might feed several inputs.

Process Description

Process Name :   Peer Review Process

Process Manager: Susan Mee, Director of Evaluation and Monitoring (E&M)

Process Description: Based on the Quality Service Review, the Peer Review uses the
                                Quality Service Review protocol to provide opportunities for
                                individual and team reviews of children's case files centered
                                around the effectiveness of child status and practice performance.

                                The review is called a 'peer' review because different people at
                                different levels from different teams within the same region are
                                involved in the review of the same sample of children's case files
                                for the purpose of engaging each other in continuous quality
                                improvement discussions around the quality of current practice and
                                approaches to enhancing the quality of that practice.

Process Participants: Family Service Workers, Team Leaders, Team
                                Coordinators, Regional Administrators, DCS Central
                                Office, Regional CQI, State CQI

Performance Metrics:

- How well has DCS performed case management processes and activities?
- To what extent have goals been achieved and outcomes realized as a result of those
  processes and activities?
- Is DCS doing all it can/should to provide for timely and positive outcomes for children
  and families?
- If so, is DCS doing it as well as it could/should?

Reviews, Assessment, Audit: State CQI will monitor the Peer Review Process to ensure
                                    that the process is working standard across all regions and
                                    will make adjustments to the process as needed.

Associated Documentation: Supervisory Review instrument, and completed Case
                                    Process Review

Supporting Policy: Tennessee Department of Children's Services PQI Manual

Task (PRP-010): E&M pull a sample from among those cases reviewed using the Case Process Review instrument.

Task Owner: E&M

Participants: E&M, Regional CQI, Team Coordinators

Inputs: DCS Case File Review policy/protocol

Performance Metric: Each Team Coordinator will review four case files from among those reviewed using the Case Process Review instrument. These four case files will be chosen from another Team Coordinator's team. The Team Coordinator will have one month to complete the reviews.

**Note: Need a means to objectively select a random sample from among those case files reviewed using the Case Process Review instrument. To keep this logistically simple/practical, consideration should be given to drawing the samples based on either 'team' or 'county' where members of the same team/unit are reviewing each other's files and not files from somewhere on the other side of the region.

Performance Steps:

1. E&M generates a quarterly list of 12 cases per Team Coordinator to be reviewed (4 per month).
2. Regional CQI receives the list and distributes to the appropriate Team Coordinators in the region, ensuring that Team Coordinators are reviewing files from another Team Coordinator's team.
3. If a case selected by E&M cannot be reviewed, Regional CQI contacts E&M for a replacement.

Outputs/Deliverables:

- Sample identified and distributed to region/placed on shared drive.

Task (PRP-020): Team Leader Case Process Review

Task Owner: Team Leaders

Participants: Team Leaders

Inputs: DCS Case File Review policy

Performance Metric: Each Team Leader will review 15% of their team's caseload per quarter as determined by a random sample provided by E&M.

Performance Steps:

1. Team Leaders perform the review using the Case Process Review instrument.
2. Team Leaders print a copy of the completed review and place into the case file.
3. Team Leaders will meet with each Family Services Worker whose file was reviewed to develop action steps for file deficiencies.
4. Completed reviews are forwarded to E&M for data collection.

Outputs/Deliverables:

- Completed Case Process Review sent to E&M and placed into the case file.
- Action steps developed.

Task (PRP-030): Team Coordinator Supervisory Review

Task Owner: Team Coordinators

Participants: Team Coordinators

Inputs: Quarterly Case Process Reviews completed; Supervisory Review cases are drawn from the reviews completed using the Case Process Review instrument.

Performance Metric: Each Team Coordinator in each county/region will review 12 cases per quarter from a team for which they are not responsible/assigned.

Performance Steps:

1. Team Coordinators will review 12 files each quarter; 4 per month.
2. Team Coordinators will review the files using the Supervisory Review instrument.
3. Team Coordinators will print a copy of the completed Supervisory Review and place into the case file.
4. Completed Supervisory Reviews are forwarded to E&M for data collection.
5. Team Coordinators return the file to the Team Coordinator responsible for the case. The responsible Team coordinator will meet with each Team Leader whose file was reviewed to develop action steps for file deficiencies, as well as follow up on previous action steps developed during the Case Process Review or weekly Supervisory Reviews.

Outputs/Deliverables:

- Completed Supervisory Review sent to E&M and placed into the case file.
- Action steps developed.

Task (PRP-040): Regional Management Team Supervisory Review

Task Owner: Regional Management Team

Participants: Regional Management Team

Inputs: Weekly and monthly Supervisory Reviews; reviews are chosen from among those reviewed by Team Coordinators.

Performance Metric: Review one case per quarter from each team.

Performance Steps:

1. Regional Management Team will select one file from each team from those reviewed by Team Coordinators.
2. Regional Management Team will review the cases using the Supervisory Review instrument.
3. Regional Management Team will print a copy of the completed Supervisory Review instrument and place into the case file.
4. Regional Management Team will send the completed review instrument to E&M for data collection.

Outputs/Deliverables:

- Completed Supervisory Review sent to E&M and placed into the case file.

Task (PRP-050): Central Office Review

Task Owner: E&M

Participants: Central Office Review Team

Inputs: Completed Team Leader Case Process Reviews and Supervisory Reviews from Team Coordinators and Regional Management Teams.

Performance Metric: The Central Office Review Team will review 2 cases per quarter from each region.

Performance Steps:

1. E&M will randomly select 2 cases from each region, drawn from among those reviewed at the regional management team level.
2. The Central Office Review Team will travel to the regions to review case files.
3. The Central Office Review Team will review files using the Case Process Review instrument and the Supervisory Review instrument.
4. The Central Office Review Team will provide a 'justification summary' to the regions within two weeks of the completion of the case file reviews. This summary will include the results from the review as well as any concerns or issues discovered during the reviews, both from a statewide and regional perspective. The summary will also include recommendations from the Central Office Review Team.
5. The Central Office Review Team will send a copy of the justification summary to E&M and to senior management.
6. E&M will compile all twelve justification summaries into a statewide report that will be distributed to senior management annually.

Outputs/Deliverables:

- Quarterly peer review process complete.
- Quarterly and annual reports sent to regions and to senior management.

Task (PRP-060): CQI meetings to review results of Peer Reviews

Task Owner: Regional CQI

Participants: Regional CQI, Family Service Workers, Team Leaders, Team Coordinators, Regional Management Team, Central Office CQI.

Inputs: Quarterly and annual Peer Review reports.

Performance Metric: Regional CQI teams will discuss Peer Review and Case Process Review reports during regular monthly meetings and will work to identify barriers and ways to overcome them.

Performance Steps:

1. At any time during the peer review process, CQI meetings can be convened by any and all levels of reviewers.
2. Family Service Workers share results with other Family Service Workers.
3. Team Leaders share results with other Team Leaders and Family Service Workers.
4. Team Coordinators share results with other Team Coordinators and Team Leaders.
5. Regional Administrators share results with other Regional Administrators and Team Coordinators.

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6. Any issues identified during the review of the results at the CQI meetings will be communicated to Regional CQI and other appropriate participants in order to resolve.

Outputs/Deliverables:

- CQI team minutes saved to the shared drive and printed to be included in regional CQI meeting folders.

Task (PRP - 070): Aggregate results of regional peer reviews reported to Regional and State CQI teams

Task Owner: State CQI

Participants: State CQI

Inputs: Peer review completed for quarter.

Performance Metric: State CQI will generate reports quarterly at minimum. Regional CQI will have the ability to generate reports as needed.

Performance Steps:

1. State CQI will aggregate all data gathered during the quarter's Peer Review Process.
2. State CQI will produce statistical reports for the results of the Peer Review.
3. State CQI will distribute the reports to State, Regional, and Local CQI team members.

Outputs/Deliverables:

- Reports and feedback from State CQI to local, regional and State CQI teams

Task (PRP - 080): CQI meetings to review results of Peer Review

Task Owner: State CQI

Participants: Regional CQI, State CQI, Central Office CQI

Inputs: Aggregate peer review results reported to Regional and State CQI teams

Performance Metric: Regional CQI, State CQI, and Central Office CQI teams will discuss Peer Review and Case Process Review reports during regular monthly meetings and will work to identify barriers and ways to overcome them.

Performance Steps:

1. At any time during the peer review process, CQI meetings can be convened by any and all levels of reviewers.
2. Family Service Workers share results with other Family Service Workers.
3. Team Leaders share results with other Team Leaders and Family Service Workers.
4. Team Coordinators share results with other Team Coordinators and Team Leaders.
5. Regional Administrators share results with other Regional Administrators and Team Coordinators.
6. Any issues identified during the review of the results at the CQI meetings will be communicated to Regional CQI, State CQI, Central Office CQI and other appropriate participants in order to resolve.

Outputs/Deliverables:

- CQI Team minutes saved to the shared drive and printed to be included in regional, state, and central office CQI meeting folders.

Task (PRP - 090): Action steps for improvement developed, implemented, and tracked

Task Owner: Regional CQI, State CQI, Central Office CQI

Participants: Regional CQI, State CQI, Central Office CQI

Inputs: Aggregate CQI Team findings documented.

Performance Metric: Regional CQI, State CQI, and Central Office CQI teams will discuss findings during regular monthly meetings and will work to identify actions steps for improvement.

Performance Steps:

1. At any time during the peer review process, CQI meetings can be convened by any and all levels of reviewers.
2. Family Service Workers share results with other Family Service Workers.
3. Team Leaders share results with other Team Leaders and Family Service Workers.
4. Team Coordinators share results with other Team Coordinators and Team Leaders.
5. Regional Administrators share results with other Regional Administrators and Team Coordinators.
6. *Any issues identified during the review of the results at the CQI meetings will be communicated to Regional CQI, State CQI, Central Office CQI and other appropriate participants in order to resolve.*

Outputs/Deliverables:

- Actions steps for improvement documented and saved to the shared drive.

Task (PRP - 100): Results evaluated and adjustment made based on findings

Task Owner: Regional CQI, State CQI, Central Office CQI

Participants: Regional CQI, State CQI, Central Office CQI

Inputs: Actions steps for improvement documented.

Performance Metric: Regional CQI, State CQI, and Central Office CQI teams will discuss planned action steps for improvement during regular monthly meetings and will work to make adjustments based on findings before beginning the process again.

Performance Steps:

1. At any time during the peer review process, CQI meetings can be convened by any and all levels of reviewers.
2. Family Service Workers share results with other Family Service Workers.
3. Team Leaders share results with other Team Leaders and Family Service Workers.
4. Team Coordinators share results with other Team Coordinators and Team Leaders.
5. Regional Administrators share results with other Regional Administrators and Team Coordinators.
6. Any issues identified during the review of the results at the CQI meetings will be communicated to Regional CQI, State CQI, Central Office CQI and other appropriate participants in order to resolve.

Outputs/Deliverables:

- Planned adjustments based on findings documented and saved to the shared drive before beginning the process again.

Stakeholder Sign-Offs

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Daryl Chansuthus   **Date**
Director of Performance and Quality Improvement (PQI)

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Susan Mee   **Date**
Director of Evaluation and Monitoring (E&M)